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DDA 82-2506

20 OCT 1982

MEMORANDUM FOR: Executive Director

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Comments on Long-Range Planning Phase III Summary [ ]

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REFERENCE: Multiple Addressee Memo from EXDIR, dtd 14 Oct 82,  
re same Subject [ ]

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1. The Summary Report for Phase III of the planning process, which was forwarded via reference, is an excellent synthesis of the detailed material associated with the first three phases of the planning process. It provides a clarifying portrayal of the various papers which have been submitted and is particularly noteworthy in the development of common themes. In these aspects, the paper is indeed helpful in our current attempt to draft a Phase IV Support Plan. However, our problem still persists in terms of the precise size of activity we will be required to support. As indicated in the Summary Report, there are a variety of numbers floating about regarding the anticipated size of the Agency. The thrust of the papers already submitted which call for covering the waterfront in terms of requirements bears little resemblance to political and practical realities. The view in our crystal ball gets very cloudy when we try to focus on an Agency population of [ ] For the purposes of our planning paper we intend, therefore, to base our support schemes on an Agency population which approximates the growth contained in our FY-1984 program (we can, of course, always increase the support resource ratios if the population were to exceed those numbers by some significant margin). [ ]

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2. There are a number of initiatives which were contained in papers submitted during the initial three phases which are not resource intensive, i.e., internal liaison, external liaison, career incentives, etc. I would hope that these are not lost in the process by failing to gain specificity and, if warranted, the commitment of Agency management. [ ]

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3. I am very much opposed to the concept of acquiring a "sophisticated investment methodology from a commercial source" as a suggested option contained in the Summary Report. It seems to me that this would serve as a convenient device to avoid those difficult issues and trade-offs that we must face up to sooner or later. [ ]

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4. While I do not feel that we need an EXCOM meeting specifically to discuss the Summary Report, we will at some point have to spend considerable time in deliberating on our prioritization of goals within the context of limited resources and with due consideration of the general guidelines contained in the National Foreign Intelligence Program FY 1984-1988. [redacted]

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[redacted]  
Harry E. Fitzwater

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